



Jeffrey A. Meyers
Commissioner

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Director

STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR BEHAVIORAL HEALTH
BUREAU OF MENTAL HEALTH SERVICES

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October 22, 2018

Brian Collins, CEO
Community Partners of Strafford County
113 Crosby Road
Dover, NH 03820

Dear Mr. Collins,

Enclosed is the Supported Employment Fidelity Report that was completed on behalf of the Division for Behavioral Health of the Department of Health and Human Services for Community Partners. This review took place from September 26, 2018 through September 27, 2018. The Fidelity Review is one component of compliance with the Community Mental Health Settlement Agreement to evaluate the quality of services and supports provided by New Hampshire's Community Mental Health Center system. It is also the goal that these reviews are supportive in nature and enable your Community Mental Health Center to identify areas of strength and areas in need of improvement. Through this, the outcomes and supportive services for all consumers will be improved.

Community Partners is invited to review the report and respond within 30 calendar days from date of this letter addressing the fidelity items listed below. These items have been chosen for your attention as your center scored a 3 or below on them. We ask that you develop a QIP for each item and then upon completion we will work together to prioritize at least 3 to focus on throughout the next 12 months. In order to align QIPs across DHHS, please find the attached QIP response template. This template is our effort to integrate QSR and Fidelity SE Reviews into QIPs that communicate and support each other, further decreasing the administrative burden for your center. Please address these in a QIP to my attention, via e-mail, by the close of business on November 21, 2018.

- Staffing
 - S1: Caseload Size
- Organization
 - O1: Integration of Rehab w/MH TX Through Team Assignment
 - O2: Integration of Rehab w/MH TX Through Frequent Contact
 - O4: Vocational Unit
 - O5: Role of Employment Supervisor
 - O7: Agency Focus on Competitive Employment
 - O8: Executive Team Support for SE
- Services
 - ST2: Disclosure
 - ST3: Ongoing Work Based Vocation Assessment
 - ST4: Rapid Job Search for Competitive Employment

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- ST5: Individualized Job Search
- ST6: Job Development Frequent Employer Contact
- ST7: Job Development – Quality
- ST11: Individualize Follow Along Supports
- ST12: Time unlimited Follow Along Supports
- ST14: Assertive Engagement and Outreach by Integrated Team

Thank you to all of the Community Partners staff for the assistance and time they dedicated to this review. Please contact me with any questions or concerns you may have.

Sincerely,



Lauren Quann, MS
Administrator of Operations
Bureau of Mental Health Services
Lauren.Quann@dhhs.nh.gov
603-271-8376

LAQ/laq

Enclosures: CP SE Fidelity Report SFY 19

CC: Diana Lacey, Susan Drown, Julianne Carbin



Supported Employment Fidelity Review

Community Partners

On Site Review Dates: September 26th & 27th, 2018

Final Report Date: October 22, 2018

David Lynde, LICSW
Dartmouth-Hitchcock Medical Center
Evidenced-Based Practice Trainer & Consultant

Christine Powers, LICSW
Dartmouth-Hitchcock Medical Center
Evidenced-Based Practice Trainer & Consultant

ACRONYMS

ACT - Assertive Community Treatment
BMHS - NH Bureau of Mental Health Services
CMHC - Community Mental Health Center
CSP - Community Support Program
DHHS - Department of Health and Human Services
DHMC - Dartmouth Hitchcock Medical Center
EBP - Evidence-Based Practice
ES - Employment Specialist
MH - Mental Health
MH Tx Team - Mental Health Treatment Team
NH - New Hampshire
NHH - New Hampshire Hospital
PSA - Peer Support Agency
QA - Quality Assurance
QIP - Quality Improvement Program
SAS - Substance Abuse Specialist
SE - Supported Employment
SMI - Severe Mental Illness
SPMI - Severe and Persistent Mental Illness
TL - Team Leader
Tx - Treatment
VR - Vocational Rehabilitation

AGENCY DESCRIPTION

Christine Powers, LICSW and David Lynde, LICSW from Dartmouth-Hitchcock Medical Center conducted a Supported Employment (SE) Fidelity Review with Community Partners on September 26th and 27th, 2018. The Community Partners' SE team is based out of Rochester, NH. Community Partners initially began delivering SE services in the early 2000s. SE services at the agency has undergone a number of substantial changes recently. The Community Partners SE program currently has 1 full time Employment Specialists and a part time SE supervisor. The agency is currently recruiting for 2 additional Employment Specialists.

METHODOLOGY

The reviewers are grateful for the professional courtesies and work invested by the Community Partners staff in developing and providing these activities as part of SE fidelity review process.

The sources of information used for this review included:

- Reviewing SE client records
- Reviewing documents regarding SE services
- Reviewing data from the SE team
- Observation of Integrated Mental Health Treatment Team Meeting
- Interviews with the following: Members of the Executive Leadership Team, SE Supervisor, Employment Specialist, Medication Prescriber, other CMHC staff, and a regional Vocational Rehabilitation counselor
- Meeting with SE clients
- Agency Tour

KEY☒ = In effect☐ = Not in effect**REVIEW FINDINGS AND RECOMMENDATIONS**

The following table includes: Fidelity items, numeric ratings, rating rationale, and recommendations. Ratings range from 1 to 5 with 5 being highest level of implementation.

#	Item	Rating	Rating Rationale	Recommendations
STAFFING				
1	Caseload Size	2	<p>The agency currently has one Employment Specialist providing SE services to 34 clients.</p> <p>The ratio of clients to Employment Specialist is 34:1.</p>	<p>The agency is clearly in need of additional Employment Specialists and should make every effort to hire additional Employment Specialists as soon as is possible.</p> <p>The SE Team has 2 Employment Specialist vacancies.</p>
2	Employment Services Staff	5	The Employment Specialist provides SE services at least 96% of their time.	
3	Vocational Generalists	5	<p>Employment Specialist carries out a full range of SE activities with clients including:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Program intake <input checked="" type="checkbox"/> Engagement <input checked="" type="checkbox"/> Assessment / completing vocational profiles <input checked="" type="checkbox"/> Job development / placement <input checked="" type="checkbox"/> Job coaching <input checked="" type="checkbox"/> Follow along supports for employed clients. 	

#	Item	Rating	Rating Rationale	Recommendations
ORGANIZATION				
1	Integration of Rehab w/MH Tx through team assignment	2	Community Partners offers SE services to 5 different mental health treatment teams: Rochester Youth & Family Team, Dover Youth & Family team, Rochester Adult team, Dover Adult team, and the Assertive Community Treatment (ACT) team. One Employment Specialist is assigned to cover clients on all 5 of these teams.	<p>Given the multiple treatment teams, it is impossible for one Employment Specialist to meet all of the clients' employment needs on each team.</p> <p>Once additional Employment Specialists are hired, the SE Team Leader should carefully structure team assignments so that each Employment Specialist works with two teams that provide 90% or more of their caseload.</p>
2	Integration of Rehab w/MH Tx through frequent contact	2	<p><input type="checkbox"/> Employment Specialist attend weekly mental health treatment team meetings.</p> <p><input type="checkbox"/> Employment Specialist participates actively in treatment team meetings with shared decision-making.</p> <p><input checked="" type="checkbox"/> Employment services documentation is integrated into client's mental health treatment record.</p> <p><input checked="" type="checkbox"/> Employment Specialist's office is in close proximity to her mental health treatment team members.</p> <p><input type="checkbox"/> Employment Specialist helps the team think about employment for those not yet been referred to SE.</p> <p>The Employment Specialist attends the Rochester Adult team, Dover Adult team, and the ACT team treatment team meetings approximately weekly.</p> <p>The Employment Specialist does not attend the Rochester Youth & Family or Dover Youth & Family teams regularly.</p> <p>The Employment Specialist cannot participate actively or help the team think about employment for people who've not yet been referred when the Specialist cannot attend teams regularly.</p>	<p>When the agency hires additional Employment Specialists, the SE Team will be able to attend team meetings on a regular basis to provide fully integrated SE services.</p> <p>Increasing contact with an integrated team provides a more cohesive team approach, keeping current on client goals and clinical information, learning about potential job leads, and assisting the team with identifying clients that may benefit from the SE program.</p>

#	Item	Rating	Rating Rationale	Recommendations
3	Collaboration between Employment Specialist & Voc Rehab Counselor	4	<input checked="" type="checkbox"/> The SE Team and Vocational Rehabilitation counselors have client-related contacts (phone, e-mail) at least monthly to discuss shared clients. <input type="checkbox"/> The SE Team and VR counselors have scheduled face-to-face meetings at least monthly to discuss referrals.	It is important to establish a way to have regular monthly face-face scheduled meetings for VR counselors and the SE team to discuss potential referrals, as well as identify any barriers identified clients are facing and discuss possible solutions.
4	Vocational Unit	1	As noted in the IPS SE fidelity protocol, one Employment Specialist does not form an SE unit.	<p>The agency is clearly in need of additional Employment Specialists and should make every effort to hire additional Employment Specialists as soon as is possible. Community Partners currently has 2 Employment Specialist vacancies.</p> <p>Hiring other Employment Specialists would provide the benefit of working together in problem solving, sharing job leads, and coverage.</p>
5	Role of Employment Supervisor	3	<p>The SE supervisor carries out the following supervision functions:</p> <input checked="" type="checkbox"/> The SE Supervisor is responsible for supervising 1 FTE Employment Specialist. <input checked="" type="checkbox"/> The SE Supervisor conducts weekly SE meetings. <input checked="" type="checkbox"/> The SE Supervisor works to assure integration with different treatment teams. <input type="checkbox"/> The SE Supervisor takes an active role in training, and providing field mentoring for new SE staff. <input type="checkbox"/> The SE Supervisor regularly reviews the employment rate of clients in the SE program and establishes new goals for increasing that employment rate.	<p>The SE Team would benefit from more SE supervisory time for field mentoring to assure effective and well-integrated employment services. Field mentoring assists Employment Specialists in learning new skills, as well as provide opportunity for the SE Team Leader to provide feedback to Employment Specialists on current abilities and their job development strategies and skills, as well as observe the job being done in the community. This is especially important for new and developing Employment Specialists.</p> <p>The SE Team Leader should establish a way to review the employment rate for clients within the SE program regularly and establish goals for increasing this employment rate.</p> <p>The SE Team cannot carry out effective group supervision meetings with only one Employment Specialist.</p>

#	Item	Rating	Rating Rationale	Recommendations
6	Zero Exclusion Criterion	4	<input type="checkbox"/> All clients interested in working have access to Supported Employment services. <input checked="" type="checkbox"/> Mental Health practitioners encourage clients to consider employment, and referrals for SE are solicited by many sources. <input checked="" type="checkbox"/> Employment Specialist offers help with another job when one has ended, regardless of the reason that the job ended or number of jobs held. The Community Partners SE team currently has a wait list for SE services. There are approximately 28 clients currently on the wait list.	<p>Given the number of eligible clients served at the agency, the limited number of clients in SE, and the SE waiting list, there are clients who would benefit from SE services that are not receiving the services.</p> <p>The agency might want to work with their Human Resources and Marketing departments to produce creative advertising to get the 2 Employment Specialist vacancies filled quickly and successfully.</p>
7	Agency Focus on Competitive Employment	2	<p>The agency promotes competitive work through multiple strategies, including:</p> <input checked="" type="checkbox"/> Agency intake includes questions about interest in employment. <input checked="" type="checkbox"/> Agency includes questions about interest in employment on all annual (or semi-annual) assessment or treatment plan reviews. <input type="checkbox"/> Agency displays written postings (e.g., brochures, bulletin boards, posters) about working and Supported Employment services, in lobby and other waiting areas. <input type="checkbox"/> Agency supports ways for clients to share work stories with other clients and staff (e.g., agency-wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at client treatment groups, etc.) at least twice a year. <input type="checkbox"/> Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff.	<p>The SE Team Leader may want to consider adding additional written postings / posters to the lobby and waiting room areas for clients to see who are not yet in the SE program.</p> <p>The agency should consider developing multiple and regularly structured formal ways for clients who are not yet employed to hear employment success stories from SE clients. Some examples include: Having an SE client employee of the month recognition or having a panel of employed clients speaking to clients who are not yet working.</p> <p>The agency should explore ways to measure and share the competitive employment rate for all clients across the agency. Sharing the employment rate educates agency staff about work as a recovery goal, program performance, and program goals.</p>

#	Item	Rating	Rating Rationale	Recommendations
8	Executive Team Support for SE	3	<input checked="" type="checkbox"/> Executive Director and Clinical Director demonstrate knowledge regarding the principles of SE. <input checked="" type="checkbox"/> Agency QA process includes an explicit review of the SE program, or components of the program. Agency QA process uses the results of the fidelity assessment to improve SE implementation and sustainability. <input type="checkbox"/> At least one member of the executive team actively participates at SE leadership team meetings (steering committee meetings) that occur at least every six months for high fidelity programs and at least quarterly for programs that have not yet achieved high fidelity. <input type="checkbox"/> The agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually (i.e., SE kickoff, all-agency meetings, agency newsletters, etc.). <input checked="" type="checkbox"/> SE program leader shares information about EBP barriers with the executive team (including the CEO) at least twice each year, and executive team helps the program leader identify & implement solutions.	<p>The agency should develop a multi-stakeholder steering committee to support and continue the development of SE services, as well as to discuss quality improvement. This might also be done by creating an Evidenced-Based Practices steering committee. Steering committee is defined as a diverse group of stakeholders charged with reviewing fidelity, program implementation, and the service delivery system. Steering committees develops written action plans aimed at developing or sustaining high fidelity services.</p> <p>Multiple staff members indicated they hear about the value of SE services only from the SE Team directly at the agency. The CEO might want to consider speaking often about the value of employment at all-staff meetings and other opportunities on a regular and consistent basis. This item is not delegated to another administrator.</p>
Only	SERVICES			
1	Work Incentive planning	4	<input type="checkbox"/> All clients are offered assistance in obtaining comprehensive, individualized work incentives planning before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay. <input checked="" type="checkbox"/> Work incentives planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent benefits, past job retirement benefits and any other source of income.	<p>The agency has benefits specialists that are well versed in work incentives counseling programs; however, it is important that all clients with benefits are offered access to this resource. Providing clients with the opportunity to meet with a specially trained provider will provide comprehensive work incentive counseling reports with multiple options for clients so they can make informed decisions about benefits and income with comprehensive and multiple options.</p>

#	Item	Rating	Rating Rationale	Recommendations
			<input checked="" type="checkbox"/> Clients are provided information and assistance about reporting earnings to different benefit programs, if applicable. <input checked="" type="checkbox"/> Clients are given information on where to access information about benefit planning. While the agency has a resource for some work incentive information via Service Link, according to multiple sources of information it appears that only a limited number of SE clients are offered access to comprehensive Work Incentives Counseling.	<p>The agency might also contact the local Social Security office to have their designated work incentive liaison provide a basic overview training regarding work incentives for the CSP staff, including the SE Team as an additional resource.</p> <p>The agency should continue to use Service Link members as one resource for work incentive planning, additionally, the agency should utilize local resources to collaborate with and refer clients to regarding access to thorough Work Incentives Counseling.</p> <p>Work Incentives Counseling services are typically provided by a Certified Work Incentives Counselor (CWIC) who receive several hours of intensive training due to the complexity and variety of work incentive options.</p>
2	Disclosure	3	<input checked="" type="checkbox"/> Employment Specialist does not require all clients to disclose their psychiatric disability at the work site. <input type="checkbox"/> Employment Specialist offers to discuss with clients the possible costs and benefits of disclosure at the work site in advance of clients disclosing, as well as describes how disclosure relates to requesting accommodations & the Specialist's role communicating with the employer. <input checked="" type="checkbox"/> Employment Specialist discusses specific information to be disclosed & offer examples of what might be said. <input type="checkbox"/> Employment Specialist discusses disclosure on more than one occasion. Given the very limited Employment Specialist time at this agency, it is not surprising the Employment Specialist does not have time to have comprehensive discussions or revisit conversations about disclosure with clients.	<p>Providing clients with choice and information regarding the use of "disclosure" regarding job development and follow along supports is a critical client-centered component of SE services. It would be helpful for the SE Team Leader to assure the Employment Specialist offers clients choices about disclosure multiple times throughout the employment process.</p> <p>For clients who are uncertain about "disclosure," it would be important for the SE Team to help the client identify pros and cons for using it or not. It is also important for the SE Team to document each time the client is presented with information about disclosure and the client's choices regarding that each time.</p>

#	Item	Rating	Rating Rationale	Recommendations
3	Ongoing, Work-based Vocational Assessment	3	<p>According to records reviewed, only about 11% of clients have complete and updated vocational profiles.</p> <p>There were a number of vocational profiles that were partially filled out, many were not signed, not dated, did not include work history, and did not seem to integrate information from other sources. Once again, the very limited Employment Specialist time may contribute to this challenge for SE services at Community Partners.</p>	<p>The agency should establish a consistent process for Vocational Profiles to be regularly and fully completed for all clients in SE services, and for those vocational profiles to be readily accessible in client records.</p> <p>Vocational profiles should also be regularly updated. Updated vocational profiles incorporate new information learned about the person's strengths, talents, and potential contributions to employers and conditions for the person success in a work environment from both the person's perspective, as well as the Employment Specialist's perspective. This creates a continuous learning cycle for the person regarding employment. The SE supervisor might consider utilizing an electronic version of the vocational profiles that can be accessed in the EHR.</p>
4	Rapid Job Search for Competitive Employment	3	<p>According to the data reviewed, the first face-face contact with an employer by the client or Employment Specialist on the client's behalf about a competitive job is on average 102 days after program entry.</p> <p><input checked="" type="checkbox"/> The SE program tracks employer contacts.</p>	<p>The SE Team Leader should assure there is a consistent method to document a client's first contact with a potential employer or school in order implements a consistent and reliable tracking system. A report that could be helpful for this item as well as tracking other SE items might include tracking of the following data:</p> <ul style="list-style-type: none"> - When the client started SE service - Date of first face-face potential employer contact - Date of interview(s) - Date of job start - Employer and location - Disclosure permission for follow-along support <p>This tool can assist in carrying out services more efficiently, as well aide in group supervision, coverage, tracking, and improving program outcomes.</p>

#	Item	Rating	Rating Rationale	Recommendations
5	Individualized Job Search	1	<p>According to the data and information reviewed, the Employment Specialist appears to make employer contacts based on job choices which reflect client's preferences, strengths, symptoms, and lessons learned from previous jobs about 17% of the time. The SE team does not use job search plans, and many clients did not have specific job goals identified.</p>	<p>The SE Team Leader should provide guidance to the Employment Specialist about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. Clients in SE are much more likely to be motivated about employment when they have specific individual goals.</p> <p>The SE Team Leader might benefit from using a standard form for indicating each individual client's employment goals that are specific, clear and has the date for each change. This might be done using an "individual employment plan." Goals should always indicate what the client's specific employment goals and preferences are and should be updated frequently and consistently. This form provides person-centered direction for SE services.</p>
6	Job Development - Frequent Employer Contact	1	<p>According to the data reviewed, the Employment Specialist makes less than 2 face-face employer contacts on average that are client specific per week.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The SE Team uses a system for tracking employer contacts. <input checked="" type="checkbox"/> The tracking system is reviewed by the SE Supervisor on at least a weekly basis. <p>Given the very limited Employment Specialist time at this agency, it is not surprising the Employment Specialist does not have time to carry out regular job development.</p>	<p>Employment Specialists should make 6 in-person employment contacts each week. Those contacts should be regularly documented in a job development log accessible to all SE staff members. Frequent job development allows for Employment Specialists to be knowledgeable about fluctuating requirements of different jobs and the range and needs of employers in their community.</p>

#	Item	Rating	Rating Rationale	Recommendations
7	Job Dev - Quality	1	The Employment Specialist rarely makes employer contacts.	<p>In order to develop employer relationships and engage in quality job development, The SE Team should be making employer contacts on a regular basis (Please see Recommendation in Item above – Job Dev- Frequency).</p> <p>The SE Team should document job development employer contacts that capture the content and quality of these interactions and relationships. The SE Team Leader should require use of an employer contact log for the SE Team to track, share, and improve employer contacts in the community. Job development logs provide readily accessible and current information about activities with all employer contacts and includes next steps for each employer. This log should be readily accessible to the whole SE Team. The SE Team Leader should also provide ongoing supervision and field mentoring regarding quality employer contacts and job development.</p>
8	Diversity of Job Types	5	According to the data reviewed, the SE Team assists clients to obtain different types 100% of the time.	
9	Diversity of Employers	5	According to the data reviewed, the SE Team assists clients to obtain jobs with different employers 100% of the time.	
10	Competitive Jobs	5	<p>According to the data reviewed, The SE program provides options for permanent competitive jobs at least 95% of the time.</p> <p><input checked="" type="checkbox"/> SE clients were not placed in jobs that were created for people with disabilities.</p>	

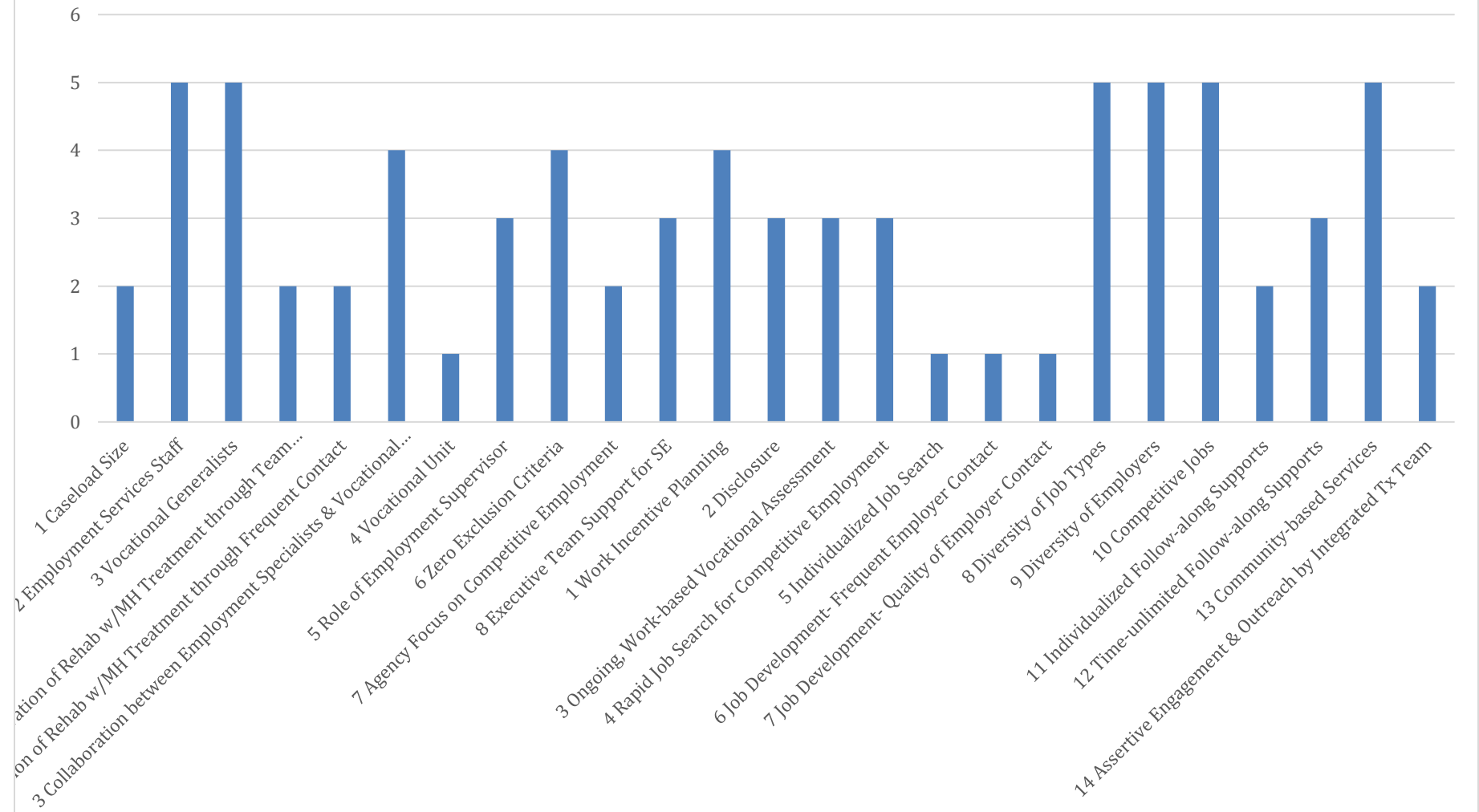
#	Item	Rating	Rating Rationale	Recommendations
11	Individualized Follow-along Supports	2	<p>There was no evidence in any of the records reviewed of job search or follow along support plans for employed clients.</p> <p>The Employment Specialist does not typically provide follow along support on the job, and clients do not receive supports from other treatment team members. Most of the limited job supports provided by the Specialist are by phone.</p> <p>Given the very limited Employment Specialist time at this agency, it is not surprising the Employment Specialist does not have time to provide adequate follow along support, as well as support on the job.</p>	<p>Follow along support should be provided in-person for the majority of contacts. The SE Team might want to consider regularly reviewing all SE clients to evaluate which clients' follow along supports might be transferred to other members of the Treatment Team. There were several SE clients that appeared to be working successfully with limited SE support.</p> <p>Supports that are related to the person's work history, preferences, strengths, and supports, should be provided by a variety of people from the client's treatment team. Other types of supports the whole treatment team might help with include: Med adjustments related to work, budgeting, social skills training, rides to work, working with family around the client's job, encouragement regarding work, and help with grooming or dress for the job, as some examples. The SE Team Leader might want to work with each treatment team to provide education about how members of the teams can provide enhanced supports around employment.</p>
12	Time-unlimited Follow-along supports	3	<p>According to multiple data sources, the Employment Specialist has face-to-face contact within 1 week before starting a job, on average, about 66% of the time.</p> <p>According to multiple data sources, the Employment Specialist typically do not have face-to-face contact within 3 days after starting a job.</p> <p>According to multiple data sources, the Employment Specialist has face-to-face contact at least monthly for a year or more, on average, after working steadily and desired by client, on average, about 33% of the time.</p>	<p>Given the very limited Employment Specialist time at this agency, it is not surprising the Employment Specialist does not have time to deliver adequate time-unlimited follow along supports. The SE Team Leader should emphasize the need for the SE Team to develop follow along support strategies for the critical time period right around job starts.</p>

#	Item	Rating	Rating Rationale	Recommendations
13	Community Based	5	The Employment Specialist spends 65% of more of her total scheduled work hours in the community.	
14	Assertive Engagement & Outreach by Integrated Team	2	<p>Evidence that all 6 strategies for outreach and engagement are used:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Service termination not based on missed appointments or fixed time limits <input type="checkbox"/> Systematic documentation of outreach attempts <input checked="" type="checkbox"/> Engagement and outreach attempts made by integrated team members <input type="checkbox"/> Multiple home/community visits <input checked="" type="checkbox"/> Coordinated visits by Employment Specialist with integrated team member <input type="checkbox"/> Connect with family when applicable <p>Given the limited Employment Specialist time, it is not surprising the Employment Specialist is not able to provide systematic outreach and engagement strategies.</p>	<p>When an SE client begins missing appointments or has difficulty engaging, it's imperative the SE Team try and find out the reason(s) so the team can help the person solve any problems that might be getting in the way. Many of the outreach attempts noted were made via phone. The SE Team Leader might want to consider providing support to the SE Team on how to outreach in other creative ways. It would be useful for the SE Team to also develop a protocol list of outreach and engagement strategies that should be used by team members to engage SE clients</p> <p>Employment Specialists attending Mental Health Treatment team meetings on a weekly basis would provide an effective forum for strategizing assertive engagement and outreach mechanisms with Mental Health Treatment team members. Please see recommendation in Item "Integration of Rehab w/MH Tx through frequent contact."</p> <p>The SE Team Leader might want to train SE staff around identifying and maintaining client supports, such as family. A client's support system can be an integral tool in engagement, outreach, and supporting clients' employment goals.</p>

Community Partners SE Score Sheet	Rating 1-5
Staffing	
1 Caseload Size	2
2 Employment Services Staff	5
3 Vocational Generalists	5
Organization	
1 Integration of Rehab w/MH Treatment thru Team Assignment	2
2 Integration of Rehab w/MH Treatment thru Frequent Contact	2
3 Collaboration between Employment Specialists & VR	4
4 Vocational Unit	1
5 Role of Employment Supervisor	3
6 Zero Exclusion Criteria	4
7 Agency Focus on Competitive Employment	2
8 Executive Team Support for SE	3
Services	
1 Work Incentive Planning	4
2 Disclosure	3
3 Ongoing, Work-based Vocational Assessment	3
4 Rapid Job Search for Competitive Employment	3
5 Individualized Job Search	1
6 Job Development- Frequent Employer Contact	1
7 Job Development- Quality of Employer Contact	1
8 Diversity of Job Types	5
9 Diversity of Employers	5
10 Competitive Jobs	5
11 Individualized Follow-along Supports	2
12 Time-unlimited Follow-along Supports	3
13 Community-based Services	5
14 Assertive Engagement & Outreach by Integrated Team	2
Total	76

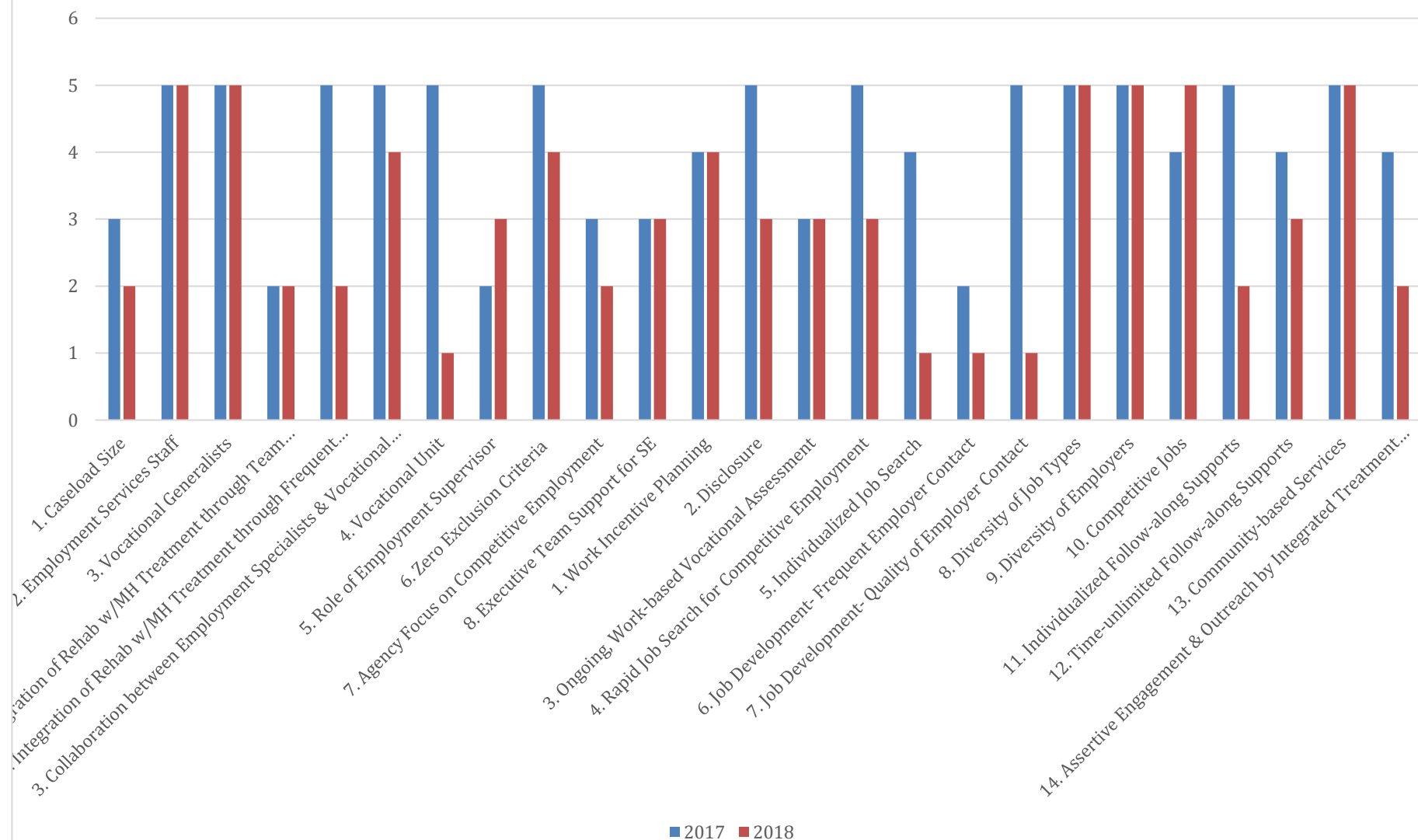
115 – 125 = Exemplary Fidelity
100 - 114 = Good Fidelity
74 – 99 = Fair Fidelity
73 and below = Not Supported Employment

Community Partners SE Scores 2018



Community Partners SE Score Comparison by Year	2017	2018
1. Caseload Size	3	2
2. Employment Services Staff	5	5
3. Vocational Generalists	5	5
1. Integration of Rehab w/MH Treatment through Team Assignment	2	2
2. Integration of Rehab w/MH Treatment through Frequent Contact	5	2
3. Collaboration between Employment Specialists & Vocational Rehab	5	4
4. Vocational Unit	5	1
5. Role of Employment Supervisor	2	3
6. Zero Exclusion Criteria	5	4
7. Agency Focus on Competitive Employment	3	2
8. Executive Team Support for SE	3	3
1. Work Incentive Planning	4	4
2. Disclosure	5	3
3. Ongoing, Work-based Vocational Assessment	3	3
4. Rapid Job Search for Competitive Employment	5	3
5. Individualized Job Search	4	1
6. Job Development- Frequent Employer Contact	2	1
7. Job Development- Quality of Employer Contact	5	1
8. Diversity of Job Types	5	5
9. Diversity of Employers	5	5
10. Competitive Jobs	4	5
11. Individualized Follow-along Supports	5	2
12. Time-unlimited Follow-along Supports	4	3
13. Community-based Services	5	5
14. Assertive Engagement & Outreach by Integrated Treatment Team	4	2
<i>Total</i>	103	76

Community Partners SE Comparison by Year



**CMHC SE Quality Improvement Plan
Community Partners**

Date of Final ACT Fidelity Report: 10/22/18

Current Date: 11/21/2018

SECTION I

Fidelity Indicator in Need of Improvement: Agency Focus on Competitive Employment

Fidelity Baseline Score: 2

SECTION II

Improvement Target Score: 4

Target Completion Date: 9/1/2019

Improvement Strategies (select all that apply):

Process Change

If "Other - Please describe" is chosen above, describe here:

Action Plan: Complete the chart below regarding the activities planned to achieve the improvement target. Add more rows as needed.

Action Step #	Action Step	Description of how you will "check" that your proposed improvement was made	Expected Start Date	Expected Completion Date	Position of Person Assigned to Be the Lead for the Improvement & Name
1	Supported Employment posters and literature will be reviewed and updated as needed for all agency lobbies	Chief Clinical Officer to collaborate with the agency's Communications and Development staff and inform QI	1/1/2019	3/31/2019	Chief Clinical Officer, Janet Salisbury; Community Outreach & Education, Communications & Development, Suzanne Weete
2	Agency promotional materials (website, Case Management newsletter, etc) to include clients' employment related success stories	Chief Clinical Officer to collaborate with the agency's Communications and Development staff and inform QI	1/1/2019	ongoing	Chief Clinical Officer, Janet Salisbury; Community Outreach & Education, Communications & Development, Suzanne Weete
3	SE information is regularly reviewed at Adult and Y&F team meetings and is shared on quarterly basis with Behavioral Health Managers and Directors	Agenda of Adult Services and Youth & Family Services meetings. Agenda of meetings with Behavioral Health Managers.	8/1/2019 or sooner	ongoing	Chief Clinical Officer, Janet Salisbury
4					
5					
6					
7					
8					

CMHC SE Quality Improvement Plan Community Partners

Date of Final ACT Fidelity Report:

10/22/18

Current Date:

11/21/2018

SECTION I

Fidelity Indicator in Need of Improvement: Ongoing, Work-based Voc Assessment

Fidelity Baseline Score:

3

SECTION II

Improvement Target Score:

4

Target Completion Date:

9/1/2019

Improvement Strategies (select all that apply):

Process Change

If "Other - Please describe" is chosen above, describe here:

Action Plan: Complete the chart below regarding the activities planned to achieve the improvement target. Add more rows as needed.

Action Step #	Action Step	Description of how you will "check" that your proposed improvement was made	Expected Start Date	Expected Completion Date	Position of Person Assigned to Be the Lead for the Improvement & Name
1	QI to monitor completion of Vocational Assessments in monthly client record reviews	Receipt and review of QI client record reviews	10/1/2018	ongoing	Director of Quality Improvement (QI), Sally Varney
2	Vocational Assessment to be added to E.H.R.	Completion will be reported by IT Helpdesk	2/1/2018	07/01/19	Chief Clinical Officer, Janet Salsbury
3					
4					
5					
6					
7					
8					

CMHC SE Quality Improvement Plan Community Partners

Date of Final ACT Fidelity Report:

10/22/18

Current Date:

11/21/2018

SECTION I

Fidelity Indicator in Need of Improvement: Individualized Job Search

Fidelity Baseline Score:

1

SECTION II

Improvement Target Score:

4

Target Completion Date:

9/1/2019

Improvement Strategies (select all that apply):

Workforce Development

Practice Change

If "Other - Please describe" is chosen above, describe here:

Action Plan: Complete the chart below regarding the activities planned to achieve the improvement target. Add more rows as needed.

Action Step #	Action Step	Description of how you will "check" that your proposed improvement was made	Expected Start Date	Expected Completion Date	Position of Person Assigned to Be the Lead for the Improvement & Name
1	(see S1)To recruit for two full-time SE Specialists to work with Adult Services Teams, Youth and Family Services Teams and ACT.	Chief Clinical Officer will inform QI	ongoing	7/1/2019 or sooner	Chief ClinicalOfficer, Janet Salsbury
2	(see S1)Once additional SE Specialists are hired, they will be assigned to one or more Adult Services, Youth and Family and ACT Teams.	Chief Clinical Officer will inform QI	8/1/2019 or sooner	08/01/19 or sooner	Chief ClinicalOfficer, Janet Salsbury
3	(see O2)Once additional SE Specialists are hired and assigned to one or more treatment teams, they will actively participate with team members about clients with employment goals and clients who have not yet been referred to SE.	QI review of SE client records	08/01/19 or sooner	ongoing	Director of Quality Improvement (QI), Sally Varney
4	SE Specialist is being trained on RENEW EBP	Chief Clinical Officer will inform QI	10/1/2018	02/28/19	Chief ClinicalOfficer, Janet Salsbury
5	SE Specialist will use RENEW Personal Futures Planning techniques for job development	Chief Clinical Officer will inform QI	3/1/2019	ongoing	Chief ClinicalOfficer, Janet Salsbury
6					
7					
8					



STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES
DIVISION FOR BEHAVIORAL HEALTH
BUREAU OF MENTAL HEALTH SERVICES

Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

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November 27, 2018

Brian Collins, CEO
Community Partners of Strafford County
113 Crosby Road, Suite 1
Dover, NH 03820

Dear Mr. Collins,

The New Hampshire Department of Health and Human Services, Bureau of Mental Health Services, received Community Partners' SE Fidelity Quality Improvement Plan submitted on November 21, 2018 that was in response to the SE Fidelity Review conducted September 26, 2018 through September 27, 2018. I am happy to inform you that this QIP has been accepted. At the Department's discretion, information and documentation may be requested to monitor the implementation and progress of the quality improvement areas identified for incremental improvement.

Your quarterly progress report due dates are as follows:

- Quarter 1 Progress Report: Due February 25, 2019
- Quarter 2 Progress Report: Due May 26, 2019
- Quarter 3 Progress Report: Due August 24, 2019
- Quarter 4 Progress Report: Due November 22, 2019

Please contact me if you have any questions regarding this correspondence at 603-271-8376, or by e-mail: Lauren.Quann@dhhs.nh.gov.

Many thanks for your dedication to provide quality services to individuals and families in your region. We greatly look forward to our continued work together.

Sincerely,

Lauren Quann, MS
Administrator of Operations
Bureau of Mental Health Services
Lauren.Quann@dhhs.nh.gov
603-271-8376

LAQ/laq

Enclosures: CP SE Fidelity QIP 3 Identified Items
CC: Kerri Swenson, Diana Lacey, Julianne Carbin